

CONFIDENTIAL

WAT

SUBJECT : Critique of Reorientation and Supervisory
Responsibilities (RSR) Program

2. General Comments:

Good.

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of the Harvard Management Course in some of the talks of the Program. Because of our uniqueness we should develop management techniques that suit us and are not lifted from techniques that the Harvard Business School prescribes for the Coca-Cola Company and U. S. Steel. This is all part of our desire to shrink away from the "elite" concept.

Commence

d. It seemed to me there was too little during the Program on the obligations that a supervisor has to develop his subordinates into the best possible assets from the Agency's point of view.

Good

e. More should be done to link the various talks together so that there is a running continuity to the whole Program. This could be done by the Program secretary making appropriate remarks before and after each talk, by having the lecturers summarize what has come before, or by a series of visual aids pulling the Program together.

Good

f. There could have been more in some of the lectures to the effect that a supervisor must always be on the lookout for ways to save money and make his shop more efficient.

yes

3. Comments on Specific Talks:

a. Dr. Tietjen's talk: There was too little here on the obligation that a supervisor must feel in regard to the health of all his subordinates. If one of his employees is overworked, tired, or worried it is up to the supervisor to spot this and see that the man gets time off or the medical help he needs. It should be stressed that this is for the sake of efficiency and not a bleeding heart approach.

b. Mr. Fuchs' talk: Mr. Fuchs suggested that individuals who are in debt and generally not reliable should not be allowed to handle Agency money. To me the implication of this is (and I'm sure it was not so intended) that it's O.K. if these unreliable people should be tempted by money some place else (the Soviet Embassy for instance). If an Agency employee is so weak or disorganized that he is tempted to steal money then he shouldn't be in the Agency at all. As a matter of fact the least harmful thing he could do is to pick up some of Bob Fuchs' loose money; this is certainly better than taking money from the Soviets in return for favors. As soon as a supervisor

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even suspects that one of his employees might be tempted to misuse funds, he is a candidate for selection out. Here's an example of our being willing to accept standards that make us just another government agency.

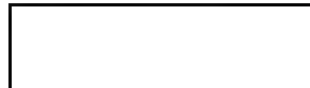
c. Mr. Echols' talk: Mr. Echols covered a lot of useful ground. There was too much for people to remember, and there should be some sort of a summary made of this talk as well as of the other talks. His presentation on how to get rid of marginal employees served a very useful purpose.

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d. talk: There was still not sufficient warning against telling all to former employees.

Agree.

4. The Seminar: This was good and served one very useful purpose: it gave a lot of people a chance to see some top Agency men in an intimate give-and-take situation, discussing information of vital interest to everybody. It went down well with everybody I talked to.



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